

## **Briefing Note – Progress of the Integrated Health and Care Delivery Plan for Coventry and Warwickshire**

### **1. Background**

- 1.1. Integrated Care Systems (ICSs) are partnerships of organisations that come together to plan and deliver joined up health and care services, and to improve the lives of people who live and work in their area.
- 1.2. Following several years of locally-led development, including the merger of the three Clinical Commissioning Groups in the area, the passage of the Health and Care Act (2022) established Coventry and Warwickshire as an Integrated Care Board (ICB) on a statutory basis on 1 July 2022.
- 1.3. The purpose of an ICS is to bring partner organisations together to:
  - improve outcomes in population health and healthcare
  - tackle inequalities in outcomes, experience and access
  - enhance productivity and value for money
  - help the NHS support broader social and economic development.
- 1.4. The Health and Care Act (2022) amended the Local Government and Public Involvement in Health Act (2007) and required all ICSs to develop an **Integrated Care Strategy** to set out how the assessed needs (from the Joint Strategic Needs Assessments already developed by local authorities) could be met. This strategy was developed by the Integrated Care Partnership (ICP), a statutory committee jointly formed between the NHS Integrated Care Board and all upper-tier local authorities that fall within the ICS area. The ICP brings together a broad alliance of partners committed to improving the care, health and wellbeing of the population, with membership determined locally.
- 1.5. In line with the Health and Care Act (2022), the ICS also is required develop a shared health and care system delivery plan for the Coventry and Warwickshire Integrated Care Strategy.

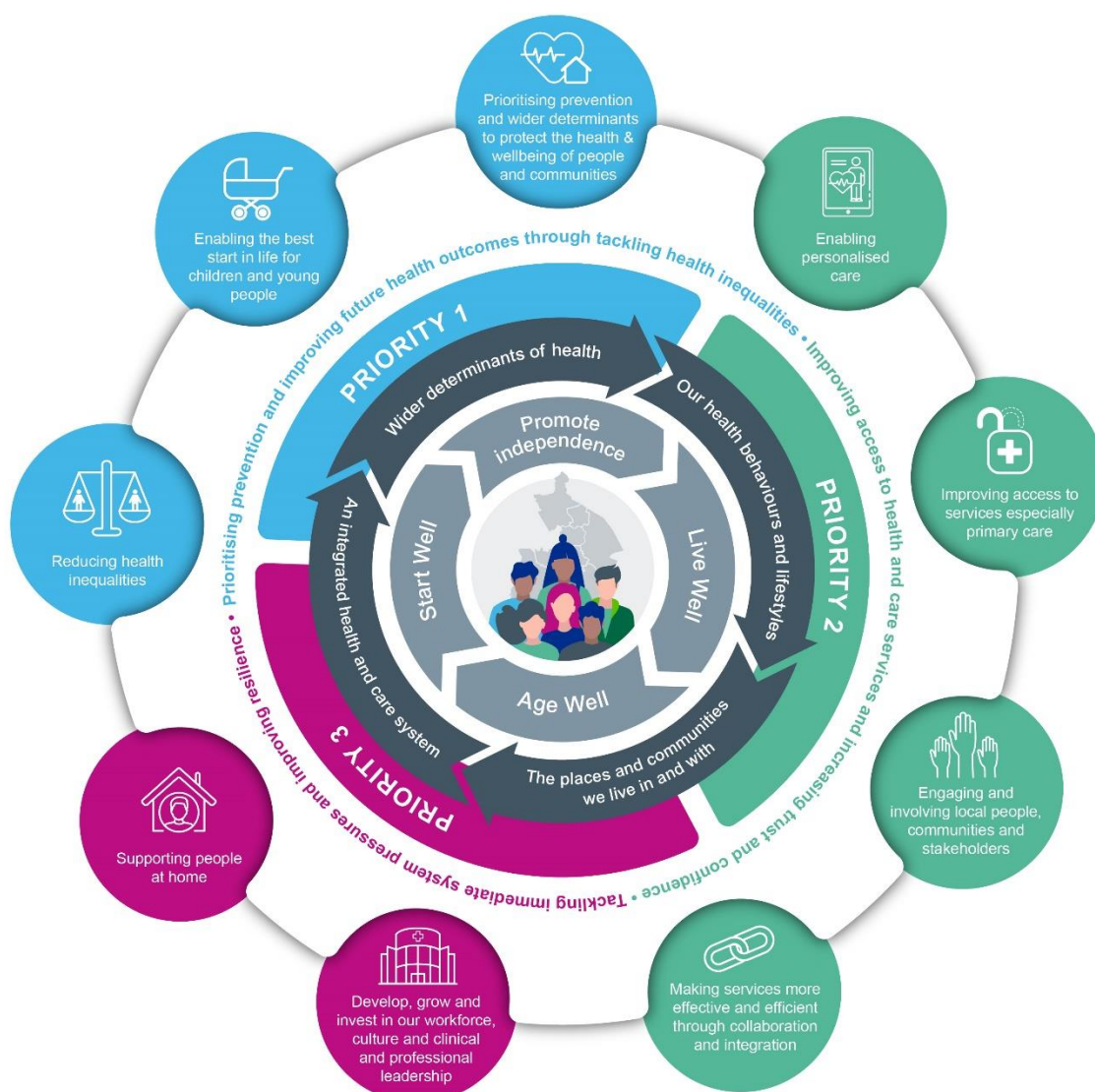
### **2. Developing an Integrated Care Strategy and Integrated Health and Care Delivery Plan**


- 2.1. Throughout Coventry and Warwickshire considerable work on integration had already taken place, including through our two Health and Wellbeing Boards, the preparation of Better Care

Fund plans, and work undertaken by the former Health and Care Partnership to develop strategies that support more integrated approaches to delivering health and care.

2.2. Our Integrated Care Strategy, published in March 2023 built on this existing work and momentum to further enhance the transformative change needed to tackle the significant challenges facing health and care. It outlined the direction of travel for the system, setting out how decision makers in the NHS and local authorities, working with providers and other partners including the voluntary sector, will deliver more joined-up, preventative, and person-centered care for their whole population, across the course of their life.

2.3. The Integrated Care Strategy identified three priorities underpinned by nine key areas of focus, as is outlined in the below graphic.



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- 2.4. More detail on the Integrated Care Strategy can be found here - [Our Strategy - Happy Healthy Lives](#)
- 2.5. In across the spring of 2023, the ICB, Coventry City Council, Warwickshire County Council and other partners in the Coventry and Warwickshire health and care system worked together to develop the Coventry and Warwickshire **Integrated Health and Care Delivery Plan 2023/24 – 2027/28 (IHCDP)** – to act as the shared health and care system delivery plan for the Coventry and Warwickshire Integrated Care Strategy.
- 2.6. The plan produced by the ICB provides the operational detail around how the strategy’s vision can and will be realised and was informed by:
- Health and Wellbeing Board strategies and JSNAs
  - The revised Long-Term Plan from NHS England
  - NHS England priorities and planning guidance
  - The Coventry and Warwickshire Integrated Care System Strategy

It sets out the ICB’s aims and priorities for the following five years to ensure that the System will:

- Meet the needs of our population;
- Respond to the three strategic priorities, nine areas of focus and enablers identified in the Coventry and Warwickshire Integrated Care Strategy;
- Align our priorities to those of our local Health and Wellbeing Boards as reflected in the Coventry and Warwickshire Health and Wellbeing Strategies;
- Make tangible progress in addressing the four core aims of our wider Integrated Care System – improving outcomes in health and healthcare; tackling inequalities in outcomes, experience and access; enhancing productivity and value for money; and helping the NHS support broader social and economic development;
- Deliver the national NHS Long Term Plan and wider priorities, all of which resonate from a Coventry and Warwickshire population health perspective; and
- Meet the statutory requirements of our Integrated Care Board.

The plan will be refreshed annually to:

- Take account of implementation and outcomes over the previous year, including any learning to be applied as part of planning for future years;
  - Reflect any changes required due to new or emerging issues or requirements, be they related to population health, feedback from our communities and service users or service delivery opportunities and issues.
- 2.7. Like the strategy, the IHCDP was developed with engagement and involvement from key stakeholders and the wider population. You can find out more about the engagement which

took place for both the Strategy and the IHCDP here - [The journey from Integrated Care Strategy to Integrated Health and Care Delivery Plan - Happy Healthy Lives](#)

- 2.8. The full IHCDP can be read here - [Coventry and Warwickshire Integrated Health and Care Delivery Plan - Happy Healthy Lives](#)

### 3. Delivering and Monitoring the Plan

- 3.1 The plan responds to the nine areas of focus within the strategy, as well as outlining the additional areas where we need to create the conditions for change to happen (our “enablers”). Within each area the plan identifies:

- Overall aims by 2028
- Our starting point as an ICS
- How this links to the plan
- Our areas of focus for the next 2 years
- Key challenges
- Key metrics and deliverables

- 3.2 The detail on each area of focus can be found here - [Working together to deliver the Coventry and Warwickshire Integrated Care Strategy - Happy Healthy Lives](#) and for our enablers the detail is outlined here - [Creating the conditions for change to happen - Happy Healthy Lives](#)

- 3.3 In total, the IHCDP includes approximately 160 high level metrics and deliverables with an equal split of each. It is proposed that the metrics (KPIs) will all be monitored through the individual ICB Committees in accordance with their Schedules of Business. For example, all Operational Plan metrics (which account for a large majority of the IHCDP KPIs) will be reported to the ICB Finance and Performance Committee meeting via the monthly Performance and Assurance report.

- 3.4 We have reported initially on the high-level deliverables (70 in total) which are the more strategic / transformational based activities and aims, to provide an indication of the current position now that two quarters of the first year have elapsed.

- 3.5 This process sits alongside a more detailed piece of work undertaken by the ICB Programme Management Office (PMO) who are working closely with the Programme Leads to understand the full range of actions and transformational activities that will underpin this plan, predominantly over the next two years, to ensure these actions are developed to enable full realisation of the five-year plan. This will result in an expanded number of metrics and deliverables but will hopefully facilitate a more detailed tracking of the plan.

- 3.6 This stocktake against all metrics and deliverables is currently underway with the full plan of activities being reported to the Executive Team of the ICB in addition to the Senior

Responsible Officers. These complete action plans will be monitored on a regular basis through the PMO office with any areas of risk highlighted. The individual Programme Boards will also support this process by providing a link to the transformational programmes that may already be in place or are evolving.

## 4 Current Position

4.1 As the plan is based on activities to be implemented from 2023/24 to 2027/28 and we are reasonably early into that period of time, the RAG rating is reflective of the current indication of progress. The full range of deliverables which includes proposed start and end dates, whether the activity is short, medium or long term, an indication of progress (through the RAG status below), which Committee/Group has oversight and any comments to provide context and assurance are shared with the ICB Board and the appropriate sub-committees.

4.2 The table detailed in point 4.3 highlights the current number of deliverables and the assessment of their RAG rating provided by the Programme Lead based on the following information:

RAG Status	Description
C	Action complete and embedded
G	Delivered / On track to deliver by required timeframe
A	Delay to original timescales but robust plans in place to deliver action / Delivery on track but further actions required.
R	Action delayed with no plans in place / currently undeliverable
Blank/Not applicable	Action is either on hold (as linked to another deliverable) or awaiting response

4.3 Due to this being early in the five-year process, there are currently no red rated indicators due to the fact that if an action is delayed there is currently a plan in place to mitigate this risk. It should be noted that there are a very small number of deliverables (x2) where a response is awaited on the current status of the plan. There are also 3 deliverables relating to the Children & Young People Strategy that are not applicable at the current time as these are linked to another action within the plan which is progressing. The outcome of this will determine the next steps.

RAG Status	Number and % (out of 70)
C	7 (10%)
G	38 (54.3%)
A	20 (28.6%)
R	0 (0%)
Blank/Not applicable	5 (7.1%)

## 5 Conclusion

- 5.1 The plan is the process of being implemented and embedded across partner organisations. As this report has been written early on in the five-year timeline, there are currently no areas of risk identified. This will inevitably shift as there is further progress made against the plan with areas of slippage requiring early identification.
- 5.2 Between this process looking at the high-level deliverables and the PMO process, which is still being embedded, oversight of this plan will be provided to the SROs and Exec Leads of the ICB on a regular basis and through the relevant oversight groups/committees. This is an evolving and developmental piece of work which aims to provide scrutiny and track activities while identifying opportunity for transformation or issues with delivery.

## 6 Recommendation

- 6.1 Members are requested to:
- **NOTE the contents of this update report**

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